

DDA Registry
83-0140/6

25 JAN 1983


MEMORANDUM FOR: Director of Logistics

FROM: Harry E. Fitzwater
Deputy Director for Administration

SUBJECT: Phase IV Long-Range Plan Action Items

1. As a result of the recent exercise in long-range planning for the EXCOM, a number of themes were identified which require further action. The items generally concern improving the management of support services. They need further research, coordination, and study. To accomplish this, it is requested that you conduct a thorough review of the subjects listed in the attachment and submit a detailed report on your findings. Your efforts should result in a thoughtful exploration of the topics which, from a Directorate viewpoint, considers the organizational implications as well as the potential for improving the efficiency, effectiveness, and timeliness of our support to the Agency's mission.

2. In addition to addressing the items listed in the attachment, you are requested to conduct a general review and report on the performance of your office in response to customer requests. This review should also verify the need for all administrative reporting which you originate. You should include a discussion of the timeliness, quality, and responsiveness of your support, both at Headquarters and in the field. Some examples of the support to be covered are: (1) courier and mail service, (2) motor pool, (3) management of real property and space allocation, (4) furniture maintenance, (5) procurement and contracting, and (6) movement of material in support of worldwide operations. Also provide a thorough discussion on how to reduce lead times, improve the overall quality of support, and reduce unnecessary paperwork. Your review should also identify those sections of regulations that are thought to be unnecessarily cumbersome. A mutually acceptable date for the completion of these reports should be coordinated with the DDA Plans Officer.


Harry E. Fitzwater

Attachment

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ROUTING AND RECORD SHEET

SUBJECT: (Optional)

FROM:

EXTENSION

NO.

DATE

TO: (Officer designation, room number, and building)

DATE

RECEIVED

FORWARDED

OFFICER'S INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

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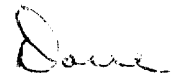
12.

13.

14.

15.

The reference memo requests managerial action with emphasis on a review and report on the performance of OL in response to customer requests. Please see me, or call [] to set up procedures, content, and schedules.



Dave

Copies to all
Div. Chiefs and
PMS.

The common thread which weaves through each division of the Office of Logistics is ~~the provision~~ of a service. As the types of services provided by each division are diverse, a single criteria for measuring office responsiveness is not possible; the overall effectiveness must be measured by the cumulative contributions of each division. Following is a synopsis of each division's contributions to improving the effectiveness and the responsiveness of services over the past year. Also included within each divisional dissertation is the plan to continue the prime objective of being responsive to requirements in an efficient manner. The last paragraph contains future plans of a more global nature, Plans that impact multiple divisions and have the objective of improving our ability and capacity to track forecasted and crisis-type requirements.

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17 FEB 1983

MEMORANDUM FOR: Chief, Plans and Programs Staff, OL

FROM:

Deputy Chief, Real Estate and Construction
Division, OL

SUBJECT: Phase IV Long Range Plans

1. This memorandum is in response to the request for RECD input to the subject requirement. Per our conversation, generally it describes our present abilities, constraints and possible improvements to our response capabilities to one time type requirements as well as to recurring type requirements.

2. One time requirements:

One time requirements are frequently project type activities usually having operational implications. These activities typically have high level interest and approval, and quickly obtain requisite funding. They get top priority and personnel resources are assigned. When available technical manpower is stretched beyond limits, contracts have been used to obtain assistance in the form of draftsmen, technicians, engineers, and architects. The only problem here is that it is relatively expensive on a per man hour basis and, at least initially, the problem of lack of clearance limits the usefulness or at least the ability to operate independently of the resources obtained. As a general problem area, the expanding population of the Agency has necessitated acquisition of large amounts of new space on an expeditious basis. Just as our internal resources would be most useful we have had to help staff the new Building Planning Staff and supplement assistance to the Architectural Design Staff as well as assign individuals to a number of foreign projects.

3. Recurring activities are those such as altering physical facilities to accommodate installation of WANGS and to continue to improve the reliability of the power and HVAC systems serving critical Agency areas. As personnel resources are tapped to staff the one time projects mentioned previously, the remaining resources to carry on the day-to-day activities have been stretched further. Again, the contracting of uncleared personnel has been the only relief possible. More and more, to

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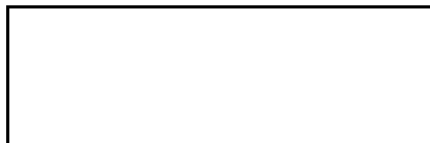
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25X1 meet Agency deadlines, we have been forced away from traditional procedures for project accomplishment. Not only have we more frequently moved to lease space directly but we have contracted more for design work and for a significant amount of construction work [redacted] Headquarters, and at NPIC.

4. Looking at the regulations, as an area for possible improvement it has been necessary to recommend clarification of certain authorities contained therein and especially to review the approval levels which have been rendered cumbersome by some eight years of rampant inflation to the extent that almost petty amounts of construction or alterations are having to be routed to Directorate or higher level for approval.

5. As background or added source material, copies of input from REB and FEB are attached. Please call if you feel any of the above should be amplified or explained.



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